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19 MAR 1968

MEMORANDUM FOR: Director of Training

SUBJECT : Course Report - Covert Action Operations Seminar
3-68, 10 - 13 March 1968

REFERENCE : Course Report - Covert Action Operations Seminar
3 - 6 December 1967, dated 13 December 1967

1. Summary:

Covert Action Operations Seminar 3-68 held at [REDACTED] 10 - 13 March 1968 was the fifth running of this new Covert Action training course. The type of students who attended and their reactions confirmed the conclusion, derived from earlier runnings, that this course is successfully meeting the training needs of the level of officers for which it was established. Therefore, no basic changes should be made in the course. Several new speakers participated in Covert Action Operations Seminar 3-68, and a slightly different format was used to organize the evening panel discussions. These departures from past practices contributed to an increased degree of student participation and improved the quality of the course. A total of twelve students attended Covert Action Operations Seminar 3-68. Once again these students were middle grade and senior officers of considerable and varied operational experience. Details which support these observations and which explain the characteristics of this running of the course are given below.

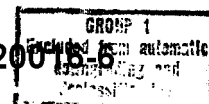
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2. Changes in Content, Format, Speakers:

Although no fundamental changes were made in the format and content of the course, a number of new speakers addressed themselves to certain of the established portions of the course content. Mr. Fred [REDACTED] substituted for [REDACTED], in presenting the analysis of the rationale of Covert Action operations, the lessons learned from the [REDACTED] flap, and the current status of covert action operations in the Clandestine Services. They also took part in the general introductory discussions on Sunday evening, 10 March, and were panelists in the evening discussion of 11 March concerning operational planning. They made constructive and interesting contributions to the course, particularly in acquainting the class with the most recent

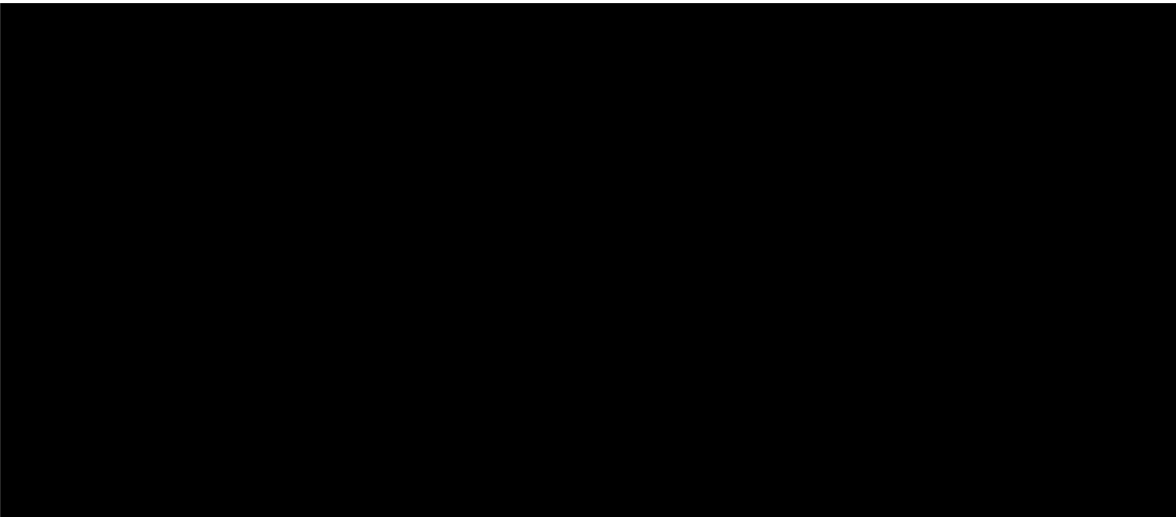
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The other significant alteration in practices was the organization of the evening panel discussions on 11 and 12 March around presentations from members of the class. Each member of the class was asked to present briefly either a CA operation he was currently involved with, or one in which he has worked in the past; or, to ask one of the guest panelists either a question from among those prepared by the Chief Instructor dealing with the general subjects of the panel discussions, or a question of his own. By this means the full participation of all members of the class in these discussions was achieved. Furthermore, the general discussion goals were thus related more directly than in the past to the specific concerns of the members of the class. Half of the class made their presentations the first evening, and the remainder of the class the second. The comments of the students and the guest panelists were that these sessions were of great value. The guests who had participated in past courses commented that they believe this was an improved format for these evening discussions.

3. Speakers:

Comment on the presentations of the guest speakers indicated that once again the group as a whole had done a superior job. Several of the more experienced members of the class said to the chief instructor that they found the mixture of general observations stressed by some speakers and specific operational examples stressed by others to be just right. Others expressed this same idea by the statement that they appreciated the way the course combined an overview of problems, such as that presented by [REDACTED], and the case method, such as the step by step development of the [REDACTED] activities of the [REDACTED]

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African Division presented by [REDACTED] The presentation by [REDACTED] added a new body of specific comments on the tradecraft of [REDACTED] presentation of the assets inventory was greatly assisted by his preparation of a written list of assets which was distributed to the class before his presentation. A number of members of the class had specific questions for [REDACTED] as well as suggestions for work that should be done to expand the assets inventory. For example it was suggested that some method be devised to keep track of and retrieve information regarding the skills of associates and friends of Agency case officers who are working overseas in private capacities.

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4. Students:

The student participants in the seminar had an average grade of GS-13. Seven of the 12 had more than 10 years of Agency operational experience and this experience ranged from the level of base chief and deputy branch chief to case officer, from careers that had been spent mainly overseas to careers as long-time staff officers. The students represented the Far East Division, the Near East Division, the Western Hemisphere Division, the CA Staff [REDACTED] and O/PPB. Several of the more experienced field officers were enthusiastic in their reaction to the course. This was particularly gratifying. Several of the participants with principally headquarters experience found the course interesting but less so than the above-mentioned officers found it. One officer with considerable non-Agency experience who is in the process of preparing for his first Agency field assignment said that he found the course particularly useful in his orientation to operational problems and opportunities in the covert action field. The attached written critiques of the students amplify these observations. In general, it seems fair to conclude that the Covert Action Operations Seminar is successfully meeting the training needs of the middle grade and senior officers for whom the course was designed.

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5. Recommendation:

It is recommended that Covert Action Operations Seminar 4-68 scheduled for 9 - 12 June 1968 be run with the same guest speakers and incorporate the alterations in format that were adopted in this running of the course.

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[REDACTED]
Chief Instructor

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Attachments (w/orig - only)

- A. Course Schedule
- B. Class Roster
- C. Students' Critique

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ORIGINAL DOCUMENT MISSING PAGE(S):

ATTACHMENTS

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